, April 8, 1992

Jon McI.
Board Proposal
Packet

Greetings,

Here is a version of a ce two or three months to come up with a more substantiated hen be somewhat different from that which is presented l may just be pretty close to the direction of what's possible. A ...ent into it and it was informed by several knowledgeable folks.

The proposal was written with an eye to our walking through it together; it is, consequently, not quite appropriate now. We should meet later and talk it over if it begins to interest you. Howard wrote some parts of it with me. You will notice that I occasionally point out that "I" is Howard (hlr) or Jon. Usually it's me. Keith, Kelly, and Jonathan also gave input.

As is pointed out under the Questions heading, I need to see and feel the board's commitment if you wish me to consider committing. But how would this best be done? One suggestion would be for you to come up with and commit to a plan of raising the initial funds (about $150,000) which we would then follow up with work, plans, more fund raising, and actually doing some great projects. Or...? what would you suggest? With commitment I feel much can be accomplished, without it, not much that I would be able to add enough to.

At certain times during my considering taking on this position it has seemed full of exciting possibilities for doing a variety things I feel are worthwhile. At other times it has seemed too fraught with negative circumstances and inertia (these we'll rename challenges). The final result as of this moment is that I would love to try to do things with this interesting and fertile configuration of people, board and staffs. This is not a commitment which can be taken lightly, but I feel it is one that can be rewarding with a handleable amount of hard work. I must somehow be convinced that the support will be there. Being realistic about the amount of work that will be necessary and what it takes to do it well is imperative.

Feels like a threshold to me, how about you?

Warm regards,

+ **Point Board Proposal**
  - **What Is Point?**
    - Point media (magazines, books, catalogs, online community, multimedia, radio, television, public events) directs people's attention to tools they need in order to think and live for themselves. The magazine is the one continuous part of the enterprise.

    - Point explores the edges and fringes; in order to remain on the cutting edge it is necessary to explore many directions, some of which may pan out, many of which will not, all of which are interesting and worth trying.

    - Certain people who attempt to steer the world in wholesome directions count on Point for inspiration, information, and recommendations they can't get elsewhere.

    - Point's editors and network of readers search through a large universe of tools and ideas, filter them through their own expert judgment, and present the ones they find the most fertile and interesting. People have learned to trust these recommendations.

    - Point is a source of ideas regarding alternatives: ideas that the mass-media miss, blind spots that the society as a whole may not recognize, ways of thinking, working, and living that might not yet be acknowledged by the mainstream, but which may become important in the future.

    - Point shows people a broader picture of the world and ways to live in it than conventional sources of information provide.

  - **What Should Point Become?**
    - Point should become more effective at what it already does — reach more people, generate more and better projects, become more widely known, increase its own capital resources.

- Point should be a place where experimentation is encouraged, where new plans can incubate, grow, and proliferate.

- Point projects should feed, leverage, and amplify each other.

- Point should become a more pleasant and profitable place for the staff to work, and provide a more inspiring atmosphere for the board members to put their energy.

- **How Can Point Get There?**

- The organization is at a turning point. New staff positions need to be created; new resources need to be found to facilitate the beginnings of an expanded series of projects which build on the existing solid basis that Point's history provides.

- Point needs to overcome some of the liabilities of misfired projects in the past — book publishing, for example. This is a new beginning, with increased resources and new perspectives to avoid some of the problems Point has encountered in the past.

- Point needs a commitment to a vision and a plan — an agreement among staff, board, and other key players to a vision of what is possible, and a plan to accomplish it. Point creates what it is by what it does, the projects.

- Point needs to continue producing the magazine and providing the WELL's service, but it also needs to tackle and accomplish new projects again. None of these projects should drain Point resources, some of them should have a chance of increasing profits, all of them should provide new opportunities for existing staff, many of them should bring new talent into the organization.

- Leadership health and growth of WER are essential. Schedule of editors:

#75- Summer '92, in process

#76-Fall '92, HLRheingold, ed.

#77-Winter '92, WER staff, ed.

#78- Spring '93- Jon Carrol and Tracy Johnson, ed.

#79-Summer '93- Stewart Brand, ed. 25TH ANIVERSARY ISSUE

#80- Fall '93- HLRheingold, ed. and continuing...

- We need to look into the implications and viability of options for increasing subscription base and revenues: direct mail, display advertising, publicity campaigns, placing ads in strategic places, effectiveness of Point events, radio show or pieces (snippets), and others.

+ **Projects**

The most immediately promising projects may be book publishing, multimedia publishing (CD-I or CD-ROM World Music product), teen empowerment projects (TV, radio, interactive media, and print), and a public event. Slightly longer-term, after one or all of the other projects are successfully initiated, might include Whole Earth/GBN radio forays. It would be interesting to hear what various kinds of radio stations feel they would find useful. Is there a market for "snippets" of interesting information and entertaining stories which could be simple to produce and could be stimulate awareness of WER and prepare the path for interest in a 30 minute weekly show in the future?

Books and CD-I/CD-ROM projects have the best chance for producing profits. Events and radio programs are effective as advertising, for developing and accomplishing Point's cultural mission, and can be expected to generate healthy cash flow but probably not profits.

The empowerment of teens by giving them a high quality considered voice (through the magazine, interactive radio and TV shows, a national teen vote, a book on rethinking education) is a mission for which Point is suited. Useful purposes could be served and interesting information could generate from finding out about and dovetailing with other projects being pursued by various individuals and organizations.

Each of the projects envisioned will have a configuration of realities which will be discovered only in the doing. Some will drop out and be replaced by others. It is reasonable to expect that all will alter our original conceptions.

+ **Book Program**

"The Whole Earth Catalog Of _____" has become a generic way of describing a certain kind of book that is a useful, trustworthy, up to date compendium of tools and ideas on a specific topic. Although the *general* Whole Earth Catalog no longer commands advances of $2 million, Whole Earth Catalogs *on specific topics* have high potential. We bring our network of information gatherers, editors with experience and whose judgment is trusted, the WELL as an info-gathering and people-organizing tool, our wealth of previously-published materials to specific subject domains.

Several advisers — the Stanford consulting team and Richard Stekel — have pointed out that the information gathering and filtering function is our great strength, but we need to find ways to put that useful and trusted information into new and varied packages. If we break out the material we have already published in the magazine on specific topics of current interest, we already have a head start on books that would include new

material (which would, in turn, feed the magazine and other media). We should only attempt those book projects that are worth doing as part of our cultural mission, and which can command advances large enough to pay for the project, the associated overhead for Whole Earth Review, and at least a small profit.

There are six or more editors who should be approached about taking on a Whole Earth publishing program — a list of books for immediate production, and a commitment to future books on the same program. If no publisher commits to an entire series, it is still likely that the individual projects can be sold individually to different publishers. John Brockman, who has been Whole Earth's agent in the past, and who is currently Stewart, Howard, and Kevin's agent, is a prime candidate for selling this series.

Editors who are likely candidates include David Stanford at Viking (Stewart, Kesey, and Robert Hunter's editor, and an avid WER fan); Bill Patrick at Addison-Wesley (he had a big hit with Iron John, has money to spend, is Kevin, Howard, and William Calvin's editor); Tom Grady at HarperCollins (Mickey Hart's publisher, WER fan, WELL member, publisher of other WER authors); Bob Asahina at Simon & Schuster (Howard's former editor); Harriet Rubin at Doubleday/Currency (GBN member, WER reader, puslishes Peter Schwartz, Jay Ogilvy, Art Kleiner, and Steve Barnett); Dan Levy at Delacorte (WER fan, former WELL member); Bob Prior at MIT Press (called Howard, unsolicited, regarding Taming Technology, has spoken to Kelly and J. Baldwin, is eager to publish that particular book).

A list of proposed books includes the following. A brief description of each will be included in a separate document:

- A Whole Earth Guide to Classics
  This is not quite a book proposal that an agent would sell, but it is a good beginning: "Whole Earth Catalog of Classics: The World's Greatest Books"

  The cover description might read: "The best editions,

translations, collected works, biographies, critiques, anthologies, audiotapes, references, book clubs, libraries..." Categories of literature covered would include Fiction, Poetry, Theater, Religion, Biography, History, Science, Travel, and Children's Books. Selection would emphasize non-Western great works as well as the standard European-American canon. Customary Whole Earth brisk review format: the abiding usefulness of the book, what is special about the recommended edition(s), and enticing quotes, with a photo of the cover and illustration from the book, if any.

Since this is a book that could remain profitably in print for a long time (the contents won't go out of date), the best arrangement would be for Point to be co-publisher with a New York house, thereby getting half the profits instead of an author's meager percent. Stewart Brand has indicated willingness to be editor-in-chief of the work.}

+ Taming Technology
  - See partial proposal by J Baldwin and Howard Rheingold
+ Growing Humane Cities -Calthorpe
  - Call Richard Nilsen or Keith to find out status of this project
+ Disaster Checklists
  - Jonathan E's idea
  - earthquake, fire, flood, tornado...
+ Community
  - Keith has several large binders of material culled from previous issues
+ Social Services That Work
  - Woman sent fax proposing idea
  - domestic violence
  - drug abuse counseling/rehab
  - elder care
  - homeless...
+ Whole Earth's Guide to World Music

- An idea. Jonathan E. ought to have some ideas of what exists.

+ Whole Earth Education Catalog
  rethinking education
  home schooling
  educational technology
  attacks on the system
  picking educational toys for kids
  education to promote responsibility in individuals (teacher doesn't have the right answer...)
  - Home schooling, educational technology, attacks on the system, picking educational toys, what parents can do to supplement schools, proposals for new institutions/new methods of education to promote responsibility.
+ Energy use and planning
  - Amory Lovins, Lee Schipper, Peter Schwartz?
+ Access to Japan

- Issue #69 is part of a proposal

- **World Music CD-I/CD-ROM Project**

The Electronic Whole Earth Catalog is known in the multimedia industry as one of the first CD-ROM projects. World Music is an ideal subject for a multimedia (CD-ROM and/or CD-I) product because the subject matter itself lends itself to sounds, graphics, and text that are interrelated. Although the multimedia industry is in a nebulous position as yet, several aspects of this project make it attractive. Multimedia hardware that is likely to be released over the next two years will require bundled software; people at Apple and other vendors already are searching for candidate products. Being early is part of our job. The time is ripening. Doug Carlston could provide excellent insights into the current realities and interesting variables of this world. It could be that he (you) would be interested in helping to guide and advise this project. World Music is a

subject that could lend itself to distribution through record stores as well as software stores and bookstores. There also is potential for tie-ins to book projects and the Global Teenager radio/TV projects, and possibly events. If a first edition of this product is successful, the nature of the subject lends itself to annual or semi-annual editions; it could become a multimedia music magazine. Because of the potential size of the audience, and the price of the product, there is a possibility that an advance against royalties would be large enough to help solve part of Point's financial overhead needs.

Whole Earth is a natural producer for such a project because we are concerned with global culture and youth culture. Point has certain advantages in taking on such a project because of the human assets we can call on. The following people are the beginnings of potential resources. We could start by approaching each of them and soliciting their input and their interest in participation in such a project: Doug Carlston, Drew Takahashi, David Kennard, Mickey Hart, Brian Eno, Peter Gabriel, Jonathan Evelegh, Tim Oren, and Jon McIntire.

+ Events

- Public Events:

Events is a Point activity where we have lost some momentum recently, but still have a lot of rep left over from past events. For all its faults, Cyberthon was one of those legendary events that has achieved You Had To Have Been There status. We got a lot of press coverage, and we missed an opportunity to get a message out through the press that Point is alive and well and still changing the culture and not just a bunch of granola-eating throwbacks to the sixties. But we didn't get a press release together and we didn't have a competent public relations person on board of the caliber of Tom White. (And my <Howard's> proposal to hire Ed Niehaus to handle press relations

for the event never went anywhere.) If we came up with the right kind of event at the right kind of price, we could cash in on the fact that so many people were clamoring to get into Cyberthon, when the word began to spread that something was really happening. It has to be an event that is nothing and everything like all the events that preceded it. Think of the historical thread and the way it meanders around a certain basin of attraction that has to do with putting the right people together at the right time and doing the right thing to their minds: Whatever It Is, Trips Festival, New Games, the event where Stewart tried to give the money away, Hackers, Cyberthon. This one takes some doing by someone who knows how to go about it. And it needs the right vision.

What should the next Point event be? The answer to that question might put a lot of the other pieces of this puzzle into place. One word, or two, could articulate something that would make sense of a proposal.

I (this is Jon, now) think that a public event might be a good way to call attention to the shift we are proposing. As various possibilities and realities are being sussed out in the next three months, it is reasonable to expect that many fertile ideas will emerge. Large events such as Cyberthon need an eight month or longer lead time. One could conceive of smaller events which could be staged with a four month lead time.

- See Howard's memo to Point Board

+ Radio

• Radio:

I (hlr) never cease to be amazed at the reach of NPR in terms of the kinds of people we want to subscribe to the magazine and log into the WELL. Various proposals have been made, and we have a wealth of radio talent via the WELL, but nothing has happened. Perhaps the right person could make it happen. Point probably would not turn a profit on it, but it would accomplish the two ends of being a free advertisement to the

right people (which could be coordinated with a direct mail campaign), and it will get good information out on environmental restoration, home schooling and education alternatives, energy and tool-use, questioning and forecasting technology, emerging cultural trends, cultural survival, land use, community. It might be the kind of thing you can get a grant to do from someone like the Markle foundation; that we are a non-profit without a grant-writer on staff or working regularly with us on a project by project basis is more than a little weird. Somebody out there knows how to work the grant machinery. Not that we should be dependent upon grants; I think we ought to try, however, and see if there is anything out there, especially for something like the radio project.

The leverage here is the editorial function we already have working : The ensemble of editors already put our energy into gathering and sorting the info; if a semi-autonomous radio producer came and got that information and did everything else required to bring it to the air, it would make only small additional demands on our resources. There should be motivation for the contributing editors to want to do it, though, on top of everything else they are doing. If Point ends up doing books, events, electronic publishing, the radio program would be free advertising for those activities, as well.

It might be that a radio program would become more attractive to NPR if and when the circulation of the magazine increases significantly.

And NPR is not the only radio alternative. Certainly not the only way to begin.

- See Howard's memo to Point Board

+ **Practicalities**

- Staff needs

Several people have made the point, with which I concur, that

funding additional projects without contemporaneously improving staff compensation and working conditions will not work. The staff provides the structure upon which the future projects will be built. They are an interesting and fertile resource for many parts of the projects. AND they turn out one heck of a good zine. Their interest and enthusiasm is an imperative need.

Where's the volley ball court?

To respond to lessons learned from recent problems (the lack of appropriate method in dealing with Kelly) the board needs to commit to increasing appropriate communication with staff, the exec director, and within the board itself.

- Infrastructure needs
  see budgets
- Board's input on and involvement in various projects
  One of the compelling motives generating the projected developments is to make being a board member interesting and hopefully exciting, giving its members the possibility of helping with projects that are felt to be potentially vital, fulfilling. Hopefully our discussions will engender interest and involvement. This is our chance to help shape much of what will be accomplished in the next few years.
- Board commitment to fund raising
  The board has not done fund raising in the recent past, so what's different now? We are generating a coordinated plan for a series of integrated undertakings. Kelly's efforts have made the basic business healthy. Kelly points out that his task of putting WER on firm financial footing is far from complete. We need to discern with Kelly's help what are the appropriate ways of following through on the massive amounts of work already done so it will not have been in vain. Should pursuing a direct mail experiment and/or other methods for increasing revenues be implemented as soon as is reasonably possible? We should not

drop a ball that is already in play. We can't get to where we want to go by continuing in an incremental fashion; we need to take some well thought out bold leaps. The various new projects will not bring in additional profits for a year or more. Once they have been researched, prioritized, and begun they can continue to bring in money but funds need to be raised to get the show on the road. There would seem to be two logical scenarios to be weighed and chosen from: the board as it exists or with additional members commits to and raises the needed funds on an agreed upon time-table, or we hire a full or part-time fund raiser. The latter suggestion would give the board more time to become more of an advisory board, brain-storming new possibilities, helping to form the plans for their realization, less financial responsibility, but the board would still have to commit to raising a substantial sum to launch the process. The Keith/Jon memo has more specific information on these possibilities.

- Plan for three months, six months, one year, two years
+ Budgets
    + Additional staff salaries
        - increased hours for editorial support.-10 hrs. more/week
        - administrative assistant
        - fundraiser
        - Keith's redefined role
    + Existing staff raises/benefits
        - See memo from Keith
    - Deck/community improvement
    + Additional computer equipment
        - Desk top publishing-may be paid for by money saved-check with Jonathan re desktop proposal
        - Improvements to existing computers
        - One additional station for Administrative assistant
    - Project start-up funds
+ Staff and board can expect from Jon

- commitment to the cultural mission while being aware of the business necessities
- envisioning fertile ideas, connecting with the appropriate people to turn the ideas into viable projects
+ providing leadership for all of Point
  - helping meld the staffs of WELL and WER culturally and structurally into a more smoothly operating more interested ..
  - inspiring, guiding and overseeing the project leaders
  - facilitate better communications between staff, board, and the outside world
  - bring negotiating and organizational skills needed to initiate and follow-through on projects of the scale proposed here. I hasten to add that when I take part in the process of negotiating I do it in tandem with experts whom I choose from the particular field. I am not an "expert" in these fields; I simply have negotiated many contracts in various fields.

+ Jon Needs
  - Mac 170 to facilitate keeping in the action while traveling
  - Administrative assistant-While being my primary support person, they will be a resource for the entire organization. Should have some business management acumen. Could then give insight into business and budgetary concerns of WER/Point and new projects dovetailing with existing structure. This means that position won't be inexpensive BUT could serve several growing purposes. Flexibility needed.
  - Travel funds
  + Salary- implications for part-time, full-time
    - At the current level of salary for the exec director I will need to make additional money elsewhere to cover my overhead. Is this a wise predicament? Is it necessary? How and when will the salary increase? Should it be linked in some respect to money generated by the projects, both cash flow and profits?

+ Staff and board need to know
  - I'll be traveling a lot
  - will be looking into various possibilities
  - need not to be too swamped by business minutiae to be able to generate creative input into ongoing projects and the generation of new ones

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+ **Impracticalities**
  + Kevin Kelly made some interesting observations and suggestions:

    - Drop the name Whole Earth, it is no longer avant guard. The organization needs to move forward from the past and be perceived as more a part of the future. Current assets are rethought resources. It's a good idea to rethink from the basis. (Hey, this is deconstruction!)
    - Start a 2nd magazine or newsletter. Could be jointly with GBN, but with a broader appeal than current GBN publications. Could have advertising. Maybe a nich mag with the WELL. (Do you have to drop the WE from WELL?) Experiment with different economic possibilities. (Start little and wild.)
  - I like the irreverence in these thoughts. Shows me how important it is to have some free-form brain-storming sessions at the beginning of our possible new beginnings.

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+ **Problems we need to solve together**
  - Communications
  - Fund-raising- who, how, how much,and when.
  + Job descriptions for
    - Executive director
    - Administrative assistant
    - Business manager
    - Editor in chief
    - Assistant editor
    - Production manager

- others?
- We then need to determine the pay range that is appropriate for the defined responsibilities.

+ **Questions**
  - Is there enough room at the current office space ? This is not a question that can be answered in the near future but we should be aware of it.
  - What will it take to convince me to commit to the position of Exec. dir. if you do choose to offer it to me? Some manifestation of concrete commitment from the board. I don't know what I mean by "concrete", but I'd have to believe it.
  - Will a separate business manager be needed in addition to Keith? The only way I know to find this out is to try it with Keith and then mutually decide if in the future there seems to be something crucial uncovered. Keith is willing to try it, and my guess is that he feels up to it.
  - There is no way at this time to tell if the current projections on this year's budget are being met. Bookkeeper is elsewhere. I do need to know the current financial status of the organization.
  - Who will allocate staff hours with new projects in mind to make sure that neither mag nor new project is short-changed?
+ **Some of my trepidations**
  - One fear is that because of needing income in addition to my salary I will take on too many projects or that any additional will be too draining and I will not be clear enough to fulfill my mission with Point. These are complicated beginnings which require clarity and adequate support.
  - What if the board agrees to plans but certain individuals do not follow through thereby making it impossible to bring projects to fruition.
  -

Notes on Cash Flow (prepared by Keith Jordan, 4/8/92)

General

This is a first (rough) estimate of low- and high-end projections for costs of changes incorporated in Jon's proposal. Within three months we would be able to have much more complete projections. This is a first, ball-park estimate of what the Point Board would be taking on.

The lower end of the estimates would, if do-able, would take time away from creative new project efforts and require more effort to go into juggling available funds.

Summary Page (pages 1 & 2 combined): Low and high estimates by broad category for first year, 2nd year and two-year totals.
Page 3: Expenses identified as one-time or per month, with low and high estimates for monthly figures. Also shows when expense begins.
Pages 4 & 5: Low-end cash flow by month for 1st year and by quarter for second year, with totals by year. Bottom of pages include a summary by category, with cash-flow to date in the last line.
Pages 6 & 7: Same as pages 4 & 5, but for high-end estimates.

Specific notes (as numbered in "Notes" column on page 3)

1 *Executive Director (increase):* Lower amount assumes paying salary currently being paid to Kelly ($35,000/year). Higher amount would cover Jon's personal overhead and allow him to work more fully on Point projects rather than spending substantial time on outside work. Whichever amount is agreed upon, it would increase once projects come on line.

2 *Publisher (increase) & Managing Editor (increase):* Pay increases for Publisher/Business Manager (Keith) and Managing Editor (Jonathan), appropriate to their roles as envisioned in this proposal.

3 *Fundraiser (new):* One way for Point and the Board to maximize fundraising capacity would be to hire a person with fundraising responsibility. The cost of adding such a person would increase costs in the short term.

4 *Edit Support (increase):* Howard has identified a need for more editorial support, either extra hours for his Editorial Asst., or in some other way. Figure represents an increase of approximately 10 hours per week.

5 *PR/outreach (new):* Not included in proposal, should consider whether this might generate funds more quickly than other means.

6 *Direct Payroll Overhead:* These figures represent cost of payroll taxes and benefits for staff time being added to the budget. Low estimates are 25% of additional pay. High estimates are 30%.

7 *Project Development Expenses, Project Development Payroll and Additional Overhead Expenses:* Before projects are able to generate advances, costs for direct expenses and payroll will be incurred ($4,000 to $10,000 per project).

8 *Unanticipated Expenses, etc.:* Some "flex" is built into the variation between low and high figures in each line item. Some additional figure should probably be taken into account when setting fundraising goals. Right now this item is figured at zero.

9 *General Pay Increase and Other Compensation Improvements:*

- Pay increase for current staff of between 5% and 7.5% (approx $1.00/hour)
- Establish policy of 6 paid sick days per year, pro-rated per full-time year equivalent. retroactive to 1/1/92.
- Increase paid holidays from current 6 to 9 per year, pro-rated per full-time year equivalent.retroactive to 1/1/92
- Pay 50% of basic Kaiser coverage for all employees who work greater than half-time [20 hours per week average], beginning 5/1/92.
- Commit to paying additional 50% of Kaiser coverage for full-time employees [35 hours per week average] beginning January 1, 1993.

10 *Workspace Improvements:* Money for improvements such as deck furniture, new office chairs, computer accessories, etc.

11 *Staff Training Budget:* Money for Point to pay for professional training for its staff (eg: desktop publishing, promotion, budgeting, etc.).

12 *Direct Mail:* Budget assumes need for a $50,000 investment in direct mail, probably in the form of interest free one- or two-year loans, to fund a test mailing currently planned for September 1992.

13 *Desktop Publishing Transition:* Already in progress, this change is expected to pay for itself in savings, but there is a short term cash flow need.

14 *Severance Package for Kelly Teevan:* This item is, of course, up to the Board, but the amount should be taken into account in assessing total financial needs.

15 *Fundraising by Board:* This money (which could be leveraged by hiring a staff fundraiser) is what will fund all costs in addition to those which exist now. It is reasonable to anticipate that fundraising will be necessary for two years. It is hoped that after that the projects will sustain themselves. Fundraising goals have only been included for one year (totalling $250,000). To meet high-end needs would require an additional $100,000 for the first year.

16 *Projects Contribution to Overhead:* None is anticipated in this budget. Project advances, as they begin to come in would cover some of this, especially in year two.

Expense & Cash Flow Summary

Low-end Estimate

Summary by Category	1st Yr	2nd Yr	Total for 2 Yrs
TOTAL PERSONNEL INCREASES	57,750	57,750	115,500
TOTAL JON MCINTIRE NEEDS	32,000	24,000	56,000
TOTAL PROJECT START-UP FUNDS	27,800	31,800	59,600
TOTAL COMPENSATION IMPROVEMENTS	50,000	51,600	101,600
TOTAL WORKPLACE IMPROVEMENTS	9,050	7,800	16,850
TOTAL DIRECT MAIL CASHFLOW	25,000	-25,000	0
TOTAL DESKTOP PUBL CASHFLOW	1,100	-7,200	-6,100
TOTAL SEVERANCE FOR K. TEEVAN	0	0	0
GRAND TOTAL	202,700	140,750	343,450
TOTAL NEW INCOME	250,000	0	250,000
NET CASH FLOW	+ 47,300	-140,750	-93,450

High-end Estimate

Summary by Category	1st Yr	2nd Yr	Total for 2 Yrs
TOTAL PERSONNEL INCREASES	161,020	163,020	324,040
TOTAL JON MCINTIRE NEEDS	38,000	30,000	68,000
TOTAL PROJECT START-UP FUNDS	54,400	62,400	116,800
TOTAL COMPENSATION IMPROVEMENTS	60,800	63,600	124,400
TOTAL WORKPLACE IMPROVEMENTS	11,150	10,200	21,350
TOTAL DIRECT MAIL CASHFLOW	25,000	-25,000	0
TOTAL DESKTOP PUBL CASHFLOW	-1,100	-8,400	-9,500
TOTAL SEVERANCE FOR K. TEEVAN	0	0	0
GRAND TOTAL	349,270	295,820	645,090
TOTAL NEW INCOME	250,000	0	250,000
NET CASH FLOW	-99,270	-295,820	-395,090

See Following Pages for Detail

	A	B	C	D	E	F	G	H	I
1	Estimated Supplementary Cash Flow for Proposed New POINT Directions								
2	Prepared by Jon McIntire & Keith Jordan, 4/8/92, 6:00 PM								
3									
4			One-	One-		Per	Per	Monthly	
5			Time	Time		Month	Month	Begins	
6		Notes	Expense	When?		Low	High	When?	
7	**EXPENSES**								
8									
9	*Personnel Increases*								
10	Exec Dir (increase)	1				0	2,000	May 92	
11	Admin Asst (new)					2,500	3,000	May 92	
12	Publisher (increase)	2				700	700	May 92	
13	Managing Editor (increase)	2				50	150	May 92	
14	Fundraiser (new)	3				0	2,000	May 92	
15	Edit Support (increase)	4				600	600	May 92	
16	PR/outreach (new)	5				0	2,000	Jun 92	
17	Direct payroll overhead	6				963	3,135	May 92	
18	TOTAL PERSONNEL INCREASES					4,813	13,585		
19									
20	*Jon McIntire Support Needs*								
21	Mac 170		5,000	May 92					
22	Travel budget					2,000	2,500	May 92	
23	Computer for Admin Asst		3,000	May 92					
24	TOTAL JON MCINTIRE NEEDS		8,000			2,000	2,500		
25									
26	*Project Start-up Funds*								
27	Project development expenses	7				1,000	2,000	Jul 92	
28	Project development payroll	7				1,000	2,000	Jul 92	
29	Direct payroll overhead	6				250	600		
30	Additional office space					0	0		
31	Additional overhead expenses	7				400	600		
32	Unanticipated expenses, etc	8				0	0		
33	TOTAL PROJECT START-UP FUNDS					2,650	5,200		
34									
35	*Compensation Improvements*								
36	General pay increase	9				1,400	2,000	May 92	
37	Direct payroll overhead	6				350	600	May 92	
38	Paid sick days	9	2,400	May 92		600	600	Jan 92	
39	Increase in paid holidays	9	1,200	May 92		300	300	Jan 92	
40	50% of Kaiser (phase 1)	9				1,000	1,000	May 92	
41	Add'l 50% of Kaiser (phase 2)	9				650	800	Jan 93	
42	TOTAL COMPENSATION IMPROVEMENTS		3,600			4,300	5,300		
43									
44	*Workplace Improvements*								
45	Workspace improvements	10	2,000	Jun 92		250	350	Aug 92	
46	Staff training budget	11				400	500	May 92	
47	TOTAL WORKPLACE IMPROVEMENTS		2,000			650	850		
48									
49	*Direct Mail*	12							
50	Investment for DM test		50,000						
51	Payback of DM investment		-50,000						
52	TOTAL DIRECT MAIL CASHFLOW		0						
53									
54	*Desktop Publishing Transition*	13							
55	DTP equipment (phase 1)		5,800					May 92	
56	DTP equipment (phase 2)		5,000					Aug 92	
57	Maintain/Upgrade					500	700	Oct 92	
58	DTP savings					-1,100	-1,400	May 92	
59	TOTAL DESKTOP PUBL CASHFLOW		10,800			-600	-700		
60									
61	Severance Pkg for Kelly Teevan	14	0	When?					
62	TOTAL SEVERANCE FOR K. TEEVAN		0						
63									
64									
65	**INCOME**								
66									
67	*Fundraising by Board*	15				0	0	Jul 92	
68	*Projects contrib to overhead*	16				0	0	Oct 92	
69	TOTAL NEW INCOME					0	0		
70									
71									
72	*Summary by Category*								
73	TOTAL PERSONNEL INCREASES		0			4,813	13,585		
74	TOTAL JON MCINTIRE NEEDS		8,000			2,000	2,500		
75	TOTAL PROJECT START-UP FUNDS		0			2,650	5,200		
76	TOTAL COMPENSATION IMPROVEMENTS		3,600			4,300	5,300		
77	TOTAL WORKPLACE IMPROVEMENTS		2,000			650	850		
78	TOTAL DIRECT MAIL CASHFLOW		0			0	0		
79	TOTAL DESKTOP PUBL CASHFLOW		10,800			-600	-700		
80	TOTAL SEVERANCE FOR K. TEEVAN		0			0	0		
81	GRAND TOTAL		24,400			13,813	26,735		
82									
83	TOTAL NEW INCOME		0			0	0		
84	NET CASH FLOW		-24,400			-13,813	-26,735		
85									
86	NET CASH FLOW TO DATE								
87									

	A	J	K	L	M	N	O	P	Q	R	S	T	U
1	Estimated Supplementary Cash Flo												
2	Prepared by Jon McIntire & Keith												
3													
4		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
5		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
6		1992	1992	1992	1992	1992	1992	1992	1992	1993	1993	1993	1993
7	**EXPENSES**												
8													
9	*Personnel Increases*												
10	Exec Dir (increase)	0	0	0	0	0	0	0	0	0	0	0	0
11	Admin Asst (new)	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
12	Publisher (increase)	700	700	700	700	700	700	700	700	700	700	700	700
13	Managing Editor (increase)	50	50	50	50	50	50	50	50	50	50	50	50
14	Fundraiser (new)	0	0	0	0	0	0	0	0	0	0	0	0
15	Edit Support (increase)	600	600	600	600	600	600	600	600	600	600	600	600
16	PR/outreach (new)		0	0	0	0	0	0	0	0	0	0	0
17	Direct payroll overhead	963	963	963	963	963	963	963	963	963	963	963	963
18	TOTAL PERSONNEL INCREASES	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813
19													
20	*Jon McIntire Support Needs*												
21	Mac 170	5,000											
22	Travel budget	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
23	Computer for Admin Asst	3,000											
24	TOTAL JON MCINTIRE NEEDS	10,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
25													
26	*Project Start-up Funds*												
27	Project development expenses			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
28	Project development payroll			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
29	Direct payroll overhead	250	250	250	250	250	250	250	250	250	250	250	250
30	Additional office space	0	0	0	0	0	0	0	0	0	0	0	0
31	Additional overhead expenses	400	400	400	400	400	400	400	400	400	400	400	400
32	Unanticipated expenses, etc	0	0	0	0	0	0	0	0	0	0	0	0
33	TOTAL PROJECT START-UP FUNDS	650	650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650
34													
35	*Compensation Improvements*												
36	General pay increase	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
37	Direct payroll overhead	350	350	350	350	350	350	350	350	350	350	350	350
38	Paid sick days	1,200	1,200	1,200	1,200	600	600	600	600	600	600	600	600
39	Increase in paid holidays	600	600	600	600	300	300	300	300	300	300	300	300
40	50% of Kaiser (phase 1)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
41	Add'l 50% of Kaiser (phase 2)									650	650	650	650
42	TOTAL COMPENSATION IMPROVEMENTS	4,550	4,550	4,550	4,550	3,650	3,650	3,650	3,650	4,300	4,300	4,300	4,300
43													
44	*Workplace Improvements*												
45	Workspace improvements		1,000	1,000	250	250	250	250	250	250	250	250	250
46	Staff training budget	400	400	400	400	400	400	400	400	400	400	400	400
47	TOTAL WORKPLACE IMPROVEMENTS	400	1,400	1,400	650	650	650	650	650	650	650	650	650
48													
49	*Direct Mail*												
50	Investment for DM test				12,000	25,000	13,000						
51	Payback of DM investment										-25,000		
52	TOTAL DIRECT MAIL CASHFLOW	0	0	0	12,000	25,000	13,000	0	0	0	-25,000	0	0
53													
54	*Desktop Publishing Transition*												
55	DTP equipment (phase 1)	5,800											
56	DTP equipment (phase 2)				5,000								
57	Maintain/Upgrade						500	500	500	500	500	500	500
58	DTP savings	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100
59	TOTAL DESKTOP PUBL CASHFLOW	4,700	-1,100	-1,100	3,900	-1,100	-600	-600	-600	-600	-600	-600	-600
60													
61	Severance Pkg for Kelly Teevan												
62	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0	0	0	0	0	0	0	0	0
63													
64													
65	**INCOME**												
66													
67	*Fundraising by Board*			100,000	0	0	50,000	0	0	50,000	0	0	50,000
68	*Projects contrib to overhead*							0	0	0	0	0	0
69	TOTAL NEW INCOME	0	0	100,000	0	0	50,000	0	0	50,000	0	0	50,000
70													
71													
72	*Summary by Category*												
73	TOTAL PERSONNEL INCREASES	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813
74	TOTAL JON MCINTIRE NEEDS	10,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
75	TOTAL PROJECT START-UP FUNDS	650	650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650
76	TOTAL COMPENSATION IMPROVEMENTS	4,550	4,550	4,550	4,550	3,650	3,650	3,650	3,650	4,300	4,300	4,300	4,300
77	TOTAL WORKPLACE IMPROVEMENTS	400	1,400	1,400	650	650	650	650	650	650	650	650	650
78	TOTAL DIRECT MAIL CASHFLOW	0	0	0	12,000	25,000	13,000	0	0	0	-25,000	0	0
79	TOTAL DESKTOP PUBL CASHFLOW	4,700	-1,100	-1,100	3,900	-1,100	-600	-600	-600	-600	-600	-600	-600
80	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0	0	0	0	0	0	0	0	0
81	GRAND TOTAL	25,113	12,313	14,313	30,563	37,663	26,163	13,163	13,163	13,813	-11,188	13,813	13,813
82													
83	TOTAL NEW INCOME	0	0	100,000	0	0	50,000	0	0	50,000	0	0	50,000
84	NET CASH FLOW	-25,113	-12,313	85,688	-30,563	-37,663	23,838	-13,163	-13,163	36,188	11,188	-13,813	36,188
85													
86	NET CASH FLOW TO DATE	-25,113	-37,425	48,263	17,700	-19,963	3,875	-9,288	-22,450	13,738	24,925	11,113	47,300
87													

	A	V	W	X	Y	Z	AA	AB	AC	AD	AE
1	Estimated Supplementary Cash Flo										
2	Prepared by Jon McIntire & Keith										
3		Low	Low	Low	Low		LOW	LOW		LOW	
4		MAY TO	AUG TO	NOV TO	FEB TO		1ST	2ND		TWO	
5		JUL	OCT	JAN	APR		YEAR	YEAR		YEAR	
6		1993	1993	1993-4	1994		TOTAL	TOTAL		TOTAL	
7	**EXPENSES**										
8											
9	*Personnel Increases*										
10	Exec Dir (increase)	0	0	0	0		0	0		0	
11	Admin Asst (new)	7,500	7,500	7,500	7,500		30,000	30,000		60,000	
12	Publisher (increase)	2,100	2,100	2,100	2,100		8,400	8,400		16,800	
13	Managing Editor (increase)	150	150	150	150		600	600		1,200	
14	Fundraiser (new)	0	0	0	0		0	0		0	
15	Edit Support (increase)	1,800	1,800	1,800	1,800		7,200	7,200		14,400	
16	PR/outreach (new)	0	0	0	0		0	0		0	
17	Direct payroll overhead	2,888	2,888	2,888	2,888		11,550	11,550		23,100	
18	TOTAL PERSONNEL INCREASES	14,438	14,438	14,438	14,438		57,750	57,750		115,500	
19											
20	*Jon McIntire Support Needs*										
21	Mac 170						5,000	0		5,000	
22	Travel budget	6,000	6,000	6,000	6,000		24,000	24,000		48,000	
23	Computer for Admin Asst						3,000	0		3,000	
24	TOTAL JON MCINTIRE NEEDS	6,000	6,000	6,000	6,000		32,000	24,000		56,000	
25											
26	*Project Start-up Funds*										
27	Project development expenses	3,000	3,000	3,000	3,000		10,000	12,000		22,000	
28	Project development payroll	3,000	3,000	3,000	3,000		10,000	12,000		22,000	
29	Direct payroll overhead	750	750	750	750		3,000	3,000		6,000	
30	Additional office space	0	0	0	0		0	0		0	
31	Additional overhead expenses	1,200	1,200	1,200	1,200		4,800	4,800		9,600	
32	Unanticipated expenses, etc	0	0	0	0		0	0		0	
33	TOTAL PROJECT START-UP FUNDS	7,950	7,950	7,950	7,950		27,800	31,800		59,600	
34											
35	*Compensation Improvements*										
36	General pay increase	4,200	4,200	4,200	4,200		16,800	16,800		33,600	
37	Direct payroll overhead	1,050	1,050	1,050	1,050		4,200	4,200		8,400	
38	Paid sick days	1,800	1,800	1,800	1,800		9,600	7,200		16,800	
39	Increase in paid holidays	900	900	900	900		4,800	3,600		8,400	
40	50% of Kaiser (phase 1)	3,000	3,000	3,000	3,000		12,000	12,000		24,000	
41	Add'l 50% of Kaiser (phase 2)	1,950	1,950	1,950	1,950		2,600	7,800		10,400	
42	TOTAL COMPENSATION IMPROVEMENTS	12,900	12,900	12,900	12,900		50,000	51,600		101,600	
43											
44	*Workplace Improvements*										
45	Workspace improvements	750	750	750	750		4,250	3,000		7,250	
46	Staff training budget	1,200	1,200	1,200	1,200		4,800	4,800		9,600	
47	TOTAL WORKPLACE IMPROVEMENTS	1,950	1,950	1,950	1,950		9,050	7,800		16,850	
48											
49	*Direct Mail*										
50	Investment for DM test						50,000	0		50,000	
51	Payback of DM investment				-25,000		-25,000	-25,000		-50,000	
52	TOTAL DIRECT MAIL CASHFLOW	0	0	0	-25,000		25,000	-25,000		0	
53											
54	*Desktop Publishing Transition*										
55	DTP equipment (phase 1)						5,800	0		5,800	
56	DTP equipment (phase 2)						5,000	0		5,000	
57	Maintain/Upgrade	1,500	1,500	1,500	1,500		3,500	6,000		9,500	
58	DTP savings	-3,300	-3,300	-3,300	-3,300		-13,200	-13,200		-26,400	
59	TOTAL DESKTOP PUBL CASHFLOW	-1,800	-1,800	-1,800	-1,800		1,100	-7,200		-6,100	
60											
61	Severance Pkg for Kelly Teevan						0	0		0	
62	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0		0	0		0	
63											
64											
65	**INCOME**										
66											
67	*Fundraising by Board*	0	0	0	0		250,000	0		250,000	
68	*Projects contrib to overhead*	0	0	0	0		0	0		0	
69	TOTAL NEW INCOME	0	0	0	0		250,000	0		250,000	
70											
71											
72	*Summary by Category*						*1st Yr*	*2nd Yr*		*2 Yrs*	
73	TOTAL PERSONNEL INCREASES	14,438	14,438	14,438	14,438		57,750	57,750		115,500	
74	TOTAL JON MCINTIRE NEEDS	6,000	6,000	6,000	6,000		32,000	24,000		56,000	
75	TOTAL PROJECT START-UP FUNDS	7,950	7,950	7,950	7,950		27,800	31,800		59,600	
76	TOTAL COMPENSATION IMPROVEMENTS	12,900	12,900	12,900	12,900		50,000	51,600		101,600	
77	TOTAL WORKPLACE IMPROVEMENTS	1,950	1,950	1,950	1,950		9,050	7,800		16,850	
78	TOTAL DIRECT MAIL CASHFLOW	0	0	0	-25,000		25,000	-25,000		0	
79	TOTAL DESKTOP PUBL CASHFLOW	-1,800	-1,800	-1,800	-1,800		1,100	-7,200		-6,100	
80	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0		0	0		0	
81	GRAND TOTAL	41,438	41,438	41,438	16,438		202,700	140,750		343,450	
82											
83	TOTAL NEW INCOME	0	0	0	0		250,000	0		250,000	
84	NET CASH FLOW	-41,438	-41,438	-41,438	-16,438		47,300	-140,750		-93,450	
85											
86	NET CASH FLOW TO DATE	5,863	-35,575	-77,013	-93,450						
87											

	A	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ
1	Estimated Supplementary Cash Flc												
2	Prepared by Jon McIntire & Keith												
3													
4		High	High	High	High	High	High	High	High	High	High	High	High
5		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
6		1992	1992	1992	1992	1992	1992	1992	1992	1993	1993	1993	1993
7	**EXPENSES**												
8													
9	*Personnel Increases*												
10	Exec Dir (increase)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
11	Admin Asst (new)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
12	Publisher (increase)	700	700	700	700	700	700	700	700	700	700	700	700
13	Managing Editor (increase)	150	150	150	150	150	150	150	150	150	150	150	150
14	Fundraiser (new)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
15	Edit Support (increase)	600	600	600	600	600	600	600	600	600	600	600	600
16	PR/outreach (new)		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
17	Direct payroll overhead	3,135	3,135	3,135	3,135	3,135	3,135	3,135	3,135	3,135	3,135	3,135	3,135
18	TOTAL PERSONNEL INCREASES	11,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585
19													
20	*Jon McIntire Support Needs*												
21	Mac 170	5,000											
22	Travel budget	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
23	Computer for Admin Asst	3,000											
24	TOTAL JON MCINTIRE NEEDS	10,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
25													
26	*Project Start-up Funds*												
27	Project development expenses			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
28	Project development payroll			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
29	Direct payroll overhead	600	600	600	600	600	600	600	600	600	600	600	600
30	Additional office space	0	0	0	0	0	0	0	0	0	0	0	0
31	Additional overhead expenses	600	600	600	600	600	600	600	600	600	600	600	600
32	Unanticipated expenses, etc	0	0	0	0	0	0	0	0	0	0	0	0
33	TOTAL PROJECT START-UP FUNDS	1,200	1,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
34													
35	*Compensation Improvements*												
36	General pay increase	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
37	Direct payroll overhead	600	600	600	600	600	600	600	600	600	600	600	600
38	Paid sick days	1,200	1,200	1,200	1,200	600	600	600	600	600	600	600	600
39	Increase in paid holidays	600	600	600	600	300	300	300	300	300	300	300	300
40	50% of Kaiser (phase 1)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
41	Add'l 50% of Kaiser (phase 2)									800	800	800	800
42	TOTAL COMPENSATION IMPROVEMENTS	5,400	5,400	5,400	5,400	4,500	4,500	4,500	4,500	5,300	5,300	5,300	5,300
43													
44	*Workplace Improvements*												
45	Workspace improvements		1,000	1,000	350	350	350	350	350	350	350	350	350
46	Staff training budget	500	500	500	500	500	500	500	500	500	500	500	500
47	TOTAL WORKPLACE IMPROVEMENTS	500	1,500	1,500	850	850	850	850	850	850	850	850	850
48													
49	*Direct Mail*												
50	Investment for DM test				12,000	25,000	13,000						
51	Payback of DM investment										-25,000		
52	TOTAL DIRECT MAIL CASHFLOW	0	0	0	12,000	25,000	13,000	0	0	0	-25,000	0	0
53													
54	*Desktop Publishing Transition*												
55	DTP equipment (phase 1)	5,800											
56	DTP equipment (phase 2)				5,000								
57	Maintain/Upgrade						700	700	700	700	700	700	700
58	DTP savings	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400	-1,400
59	TOTAL DESKTOP PUBL CASHFLOW	4,400	-1,400	-1,400	3,600	-1,400	-700	-700	-700	-700	-700	-700	-700
60													
61	Severance Pkg for Kelly Teevan												
62	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0	0	0	0	0	0	0	0	0
63													
64													
65	**INCOME**												
66													
67	*Fundraising by Board*			100,000	0	0	50,000	0	0	50,000	0	0	50,000
68	*Projects contrib to overhead*							0	0	0	0	0	0
69	TOTAL NEW INCOME	0	0	100,000	0	0	50,000	0	0	50,000	0	0	50,000
70													
71													
72	*Summary by Category*												
73	TOTAL PERSONNEL INCREASES	11,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585	13,585
74	TOTAL JON MCINTIRE NEEDS	10,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
75	TOTAL PROJECT START-UP FUNDS	1,200	1,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
76	TOTAL COMPENSATION IMPROVEMENTS	5,400	5,400	5,400	5,400	4,500	4,500	4,500	4,500	5,300	5,300	5,300	5,300
77	TOTAL WORKPLACE IMPROVEMENTS	500	1,500	1,500	850	850	850	850	850	850	850	850	850
78	TOTAL DIRECT MAIL CASHFLOW	0	0	0	12,000	25,000	13,000	0	0	0	-25,000	0	0
79	TOTAL DESKTOP PUBL CASHFLOW	4,400	-1,400	-1,400	3,600	-1,400	-700	-700	-700	-700	-700	-700	-700
80	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0	0	0	0	0	0	0	0	0
81	GRAND TOTAL	33,585	22,785	26,785	43,135	50,235	38,935	25,935	25,935	26,735	1,735	26,735	26,735
82													
83	TOTAL NEW INCOME	0	0	100,000	0	0	50,000	0	0	50,000	0	0	50,000
84	NET CASH FLOW	-33,585	-22,785	73,215	-43,135	-50,235	11,065	-25,935	-25,935	23,265	-1,735	-26,735	23,265
85													
86	NET CASH FLOW TO DATE	-33,585	-56,370	16,845	-26,290	-76,525	-65,460	-91,395	-117,330	-94,065	-95,800	-122,535	-99,270
87													

	A	AR	AS	AT	AU	AV	AW	AX	AY	AZ
1	Estimated Supplementary Cash Flc									
2	Prepared by Jon McIntire & Keith									
3		High	High	High	High		HIGH	HIGH		HIGH
4		MAY TO	AUG TO	NOV TO	FEB TO		1ST	2ND		TWO
5		JUL	OCT	JAN	APR		YEAR	YEAR		YEAR
6		1993	1993	1993-4	1994		TOTAL	TOTAL		TOTAL
7	**EXPENSES**									
8										
9	*Personnel Increases*									
10	Exec Dir (increase)	6,000	6,000	6,000	6,000		24,000	24,000		48,000
11	Admin Asst (new)	9,000	9,000	9,000	9,000		36,000	36,000		72,000
12	Publisher (increase)	2,100	2,100	2,100	2,100		8,400	8,400		16,800
13	Managing Editor (increase)	450	450	450	450		1,800	1,800		3,600
14	Fundraiser (new)	6,000	6,000	6,000	6,000		24,000	24,000		48,000
15	Edit Support (increase)	1,800	1,800	1,800	1,800		7,200	7,200		14,400
16	PR/outreach (new)	6,000	6,000	6,000	6,000		22,000	24,000		46,000
17	Direct payroll overhead	9,405	9,405	9,405	9,405		37,620	37,620		75,240
18	TOTAL PERSONNEL INCREASES	40,755	40,755	40,755	40,755		161,020	163,020		324,040
19										
20	*Jon McIntire Support Needs*									
21	Mac 170						5,000	0		5,000
22	Travel budget	7,500	7,500	7,500	7,500		30,000	30,000		60,000
23	Computer for Admin Asst						3,000	0		3,000
24	TOTAL JON MCINTIRE NEEDS	7,500	7,500	7,500	7,500		38,000	30,000		68,000
25										
26	*Project Start-up Funds*									
27	Project development expenses	6,000	6,000	6,000	6,000		20,000	24,000		44,000
28	Project development payroll	6,000	6,000	6,000	6,000		20,000	24,000		44,000
29	Direct payroll overhead	1,800	1,800	1,800	1,800		7,200	7,200		14,400
30	Additional office space	0	0	0	0		0	0		0
31	Additional overhead expenses	1,800	1,800	1,800	1,800		7,200	7,200		14,400
32	Unanticipated expenses, etc	0	0	0	0		0	0		0
33	TOTAL PROJECT START-UP FUNDS	15,600	15,600	15,600	15,600		54,400	62,400		116,800
34										
35	*Compensation Improvements*									
36	General pay increase	6,000	6,000	6,000	6,000		24,000	24,000		48,000
37	Direct payroll overhead	1,800	1,800	1,800	1,800		7,200	7,200		14,400
38	Paid sick days	1,800	1,800	1,800	1,800		9,600	7,200		16,800
39	Increase in paid holidays	900	900	900	900		4,800	3,600		8,400
40	50% of Kaiser (phase 1)	3,000	3,000	3,000	3,000		12,000	12,000		24,000
41	Add'l 50% of Kaiser (phase 2)	2,400	2,400	2,400	2,400		3,200	9,600		12,800
42	TOTAL COMPENSATION IMPROVEMENTS	15,900	15,900	15,900	15,900		60,800	63,600		124,400
43										
44	*Workplace Improvements*									
45	Workspace improvements	1,050	1,050	1,050	1,050		5,150	4,200		9,350
46	Staff training budget	1,500	1,500	1,500	1,500		6,000	6,000		12,000
47	TOTAL WORKPLACE IMPROVEMENTS	2,550	2,550	2,550	2,550		11,150	10,200		21,350
48										
49	*Direct Mail*									
50	Investment for DM test						50,000	0		50,000
51	Payback of DM investment				-25,000		-25,000	-25,000		-50,000
52	TOTAL DIRECT MAIL CASHFLOW	0	0	0	-25,000		25,000	-25,000		0
53										
54	*Desktop Publishing Transition*									
55	DTP equipment (phase 1)						5,800	0		5,800
56	DTP equipment (phase 2)						5,000	0		5,000
57	Maintain/Upgrade	2,100	2,100	2,100	2,100		4,900	8,400		13,300
58	DTP savings	-4,200	-4,200	-4,200	-4,200		-16,800	-16,800		-33,600
59	TOTAL DESKTOP PUBL CASHFLOW	-2,100	-2,100	-2,100	-2,100		-1,100	-8,400		-9,500
60										
61	Severance Pkg for Kelly Teevan						0	0		0
62	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0		0	0		0
63										
64										
65	**INCOME**									
66										
67	*Fundraising by Board*	0	0	0	0		250,000	0		250,000
68	*Projects contrib to overhead*	0	0	0	0		0	0		0
69	TOTAL NEW INCOME	0	0	0	0		250,000	0		250,000
70										
71										
72	*Summary by Category*						*1st Yr*	*2nd Yr*		*2 Yrs*
73	TOTAL PERSONNEL INCREASES	40,755	40,755	40,755	40,755		161,020	163,020		324,040
74	TOTAL JON MCINTIRE NEEDS	7,500	7,500	7,500	7,500		38,000	30,000		68,000
75	TOTAL PROJECT START-UP FUNDS	15,600	15,600	15,600	15,600		54,400	62,400		116,800
76	TOTAL COMPENSATION IMPROVEMENTS	15,900	15,900	15,900	15,900		60,800	63,600		124,400
77	TOTAL WORKPLACE IMPROVEMENTS	2,550	2,550	2,550	2,550		11,150	10,200		21,350
78	TOTAL DIRECT MAIL CASHFLOW	0	0	0	-25,000		25,000	-25,000		0
79	TOTAL DESKTOP PUBL CASHFLOW	-2,100	-2,100	-2,100	-2,100		-1,100	-8,400		-9,500
80	TOTAL SEVERANCE FOR K. TEEVAN	0	0	0	0		0	0		0
81	GRAND TOTAL	80,205	80,205	80,205	55,205		349,270	295,820		645,090
82										
83	TOTAL NEW INCOME	0	0	0	0		250,000	0		250,000
84	NET CASH FLOW	-80,205	-80,205	-80,205	-55,205		-99,270	-295,820		-395,090
85										
86	NET CASH FLOW TO DATE	-179,475	-259,680	-339,885	-395,090					
87										